



**Department of Energy**  
**Savannah River Operations Office**  
P.O. Box A  
Aiken, South Carolina 29802

DEC 06 2004

Dr. Lawrence Brede, Jr., General Manager  
Wackenhut Services, Incorporated  
Savannah River Site  
P. O. Box W  
Aiken, SC 29802

Dear Dr. Brede:

**SUBJECT: Award Fee Determination for April 1, 2004, through September 30, 2004, of  
Contract DE-AC09-99-SR18950**

I have completed my evaluation of the Wackenhut Services, Incorporated-Savannah River Site (WSI-SRS) contract performance and determined your award fee based on the Performance Objectives and Criteria set forth in the Award Fee Plan. These objectives and criteria reflect the SRS Management Focus Areas of safety and security; technical capability and performance; community, state and regulator relationships; cost-effectiveness; and corporate perspective.

As the Fee Determination Official for the Savannah River Operations Office (SR), I am pleased to inform you that WSI-SRS earned 100% of the available fee of \$1,700,000. By using established rating criteria, WSI-SRS demonstrated a superior level of performance and corporate leadership during this period. WSI-SRS continued to demonstrate sound protection strategies as our nation remains in a heightened security posture, while also receiving numerous awards from external entities to validate superior performance and promote DOE-SR Security as the "Best in Class" within the Department of Energy (DOE).

WSI-SRS and DOE-SR co-hosted the 32<sup>nd</sup> annual Security Police Officer Training Competition (SPOTC) Carolina Challenge at SRS. WSI-SRS captured the top awards in the competition, winning the Security Police Officer of the Year Award and the Secretary's Trophy. In addition, WSI-SRS planned and coordinated the Awards Banquet which was attended by Secretary of Energy Spencer Abraham, NNSA Director Linton Brooks, and other distinguished guests.

The SRS Aviation Program continued to demonstrate its outstanding performance record as the SRS Aviation Team (DOE-SR and WSI-SRS) received the DOE Aviation Award for the third consecutive year. SRS has been the only recipient of this prestigious award since its inception. The Award recognized the best overall aviation program in the Department and signifies how excellence in aviation management has contributed to the success of Department missions. Additionally, the SRS Aviation Team received the Federal Aviation Program Award for the second consecutive year. The award is sponsored by the General Services Administration and recognized the SRS Aviation Program in the small program category for organizations with less than 20 aircraft. These awards demonstrate WSI-SRS's commitment to exceeding expectations and achieving superior performance and results.

WSI-SRS was awarded the South Carolina Governor's Quality Award. The award is presented annually to organizations that achieve excellent performance in developing, implementing, and deploying a quality management system based on the Malcolm Baldrige Criteria for performance excellence.

The WSI-SRS Law Enforcement Department successfully completed a four-day assessment by the Commission of Accreditation for Law Enforcement Agencies (CALEA). CALEA assessors reviewed policies and procedures and interviewed personnel within the WSI Special Operations Division. As a result of the reassessment, CALEA recommended WSI-SRS for reaccreditation. Accreditation is a coveted award that symbolizes professionalism, excellence and competence.

As our nation remains in a heightened security posture, WSI-SRS continued to solidly demonstrate sound protection strategies for critical facilities and the SRS in its entirety. The Protective Force demonstrated extremely successful protection capabilities during two major force-on-force exercises at two of the Site's critical facilities. The annual tests demonstrated the ability of the Protective Force personnel to accomplish the security mission in an efficient and effective manner. Additional exercise scenarios were conducted against the new Design Basis Threat (DBT). The data from these scenarios will be used in ongoing protection planning strategies. WSI-SRS management continued to provide essential support for the site's closure missions and was especially proactive in the development and execution of modified security plans to ensure safe area operations and on-site material movements. WSI-SRS management developed effective security measures and scheduled protective force staffing necessary to support highly visible closure initiatives and Deactivation and Decommissioning activities at critical production and storage facilities. These innovative measures confirmed your Company's resourcefulness to develop necessary plans to meet SRS closure goals and objectives.

The commitment of your organization to the Site's corporate perspective continues to be demonstrated through WSI-SRS's willingness to provide assistance and technical support when needed. During this period, members of the WSI-SRS Investigations Section worked extensive hours to provide technical and logistical support for the Type A Accident Investigation of an accident resulting in a fatality at SRS. WSI Investigators conducted the initial accident scene investigation and provided support to the accident investigation team through completion of the fact finding and operation testing of the equipment. WSI-SRS identified site-wide issues with the Remote Worker Program and assisted DOE-SR and Westinghouse Savannah River Company in enhancing the Site Program. Procedures were revised to ensure site-wide adherence to established guidelines and provide a safer, more secure workplace for site employees in the field.

WSI-SRS continues to support all activities associated with the implementation of the new DBT. During this period you assisted DOE-SR and WSRC in development of the Quarterly DBT Implementation Report. This comprehensive report was provided to DOE Headquarters and outlines major milestones and associated funding for all activities required to implement the

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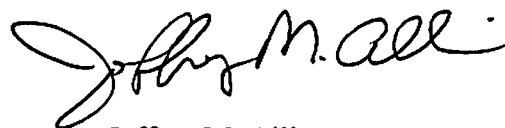
DBT at SRS. WSI-SRS has provided extensive design and engineering support for a number of projects to include support for the Jackson Barricade, Kennel Facility and new roof for the shoot house. Additionally, WSI-SRS partnered with DOE-SR in support of the various Special Emphasis Program initiatives. Through the sharing of resources and planning efforts, WSI-SRS and DOE-SR jointly hosted the SRS Hawaiian, Asian-American and Pacific Islander Heritage Program, the Hispanic Heritage Program, and the Women's Equality Day Program.

Recognized for achieving protective force excellence within the complex, WSI-SRS has provided security personnel as opposing/shadow force support to Oak Ridge, TN and the DOE Office of Transportation Security (OTS) at Ft. Hunter Liggett, CA. Additionally, you hosted representatives from WSI Oak Ridge to demonstrate our force-on-force process. This support afforded these entities an opportunity to evaluate their protection strategies and training procedures. You also provided security personnel to assist the Tonapah Test Site with a classified security mission. Your support was instrumental in accomplishing a very important National Security Mission, and Tonapah has requested similar WSI-SRS support in the future. WSI-SRS provided support and training to a variety of local law enforcement agencies to include the South Carolina Law Enforcement Division, the Department of Justice and the Aiken and Barnwell County Sheriffs' Department to name a few.

WSI-SRS experienced higher numbers of injuries during this period. Your prompt actions to address and identify lessons learned and implement a number of actions to prevent future occurrences have been initiated and should continue to be reviewed.

Overall, the achievements and accomplishments during this rating period demonstrate professional excellence and illustrate the premier role WSI-SRS maintains in the DOE security community. DOE-SR oversight personnel will be meeting with your staff to discuss this award fee evaluation in further detail. Thank you for your continued excellent work in support of the missions at SRS.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey M. Allison". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jeffrey M. Allison  
Manager

OSSES-05-006

cc: R. Allen, WSI-SRS, 703-B